



What Got You Here Won't Get You There

How Successful People Become Even More Successful!

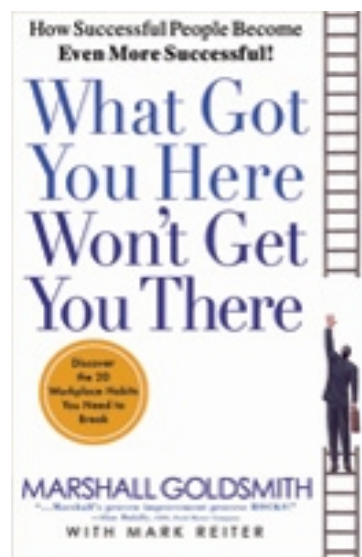
By Marshall Goldsmith; Hyperion Books; New York, 2007

Many of us by this time have achieved a certain level of success. In whatever field, you may feel that your hard work is paying off, and you're nearing the top of the ladder. But you may also think that there is something that's keeping you from the next level of achievement. Something seems to be missing which holds you back from going even higher.

"What Got You Here Won't Get You There" by Marshall Goldsmith gives advice to high achievers and leaders on how they can further their success. An expert on leadership coaching, Goldsmith helps successful people overcome habits, flaws and other traits that keep people from becoming

even better in their careers. Written with Mark Reiter, this book lets you tap even deeper into your potential for success.

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About the Author/s:



Marshall Goldsmith is a world authority in helping successful leaders get even better - by achieving positive change in behavior: for themselves, their people and their teams.

Recently the American Management Association named Dr. Goldsmith as one of 50 great thinkers and leaders who have influenced the field of management over the past 80 years and Business Week listed him as one of the most influential practitioners in the history of leadership development.

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Inside This Book Summary:

- The Big Idea
- The Trouble With Success
- The Twenty Habits That Hold You Back From The Top
- How We Can Change For The Better





The Trouble With Success

The trouble with successful people is that they often don't have a good idea about who they are, how they behave, and how their behavior is coming across to the people that matter their bosses, their colleagues, subordinates, customers, and clients. Successful people often think they have all the answers, but others may see this as arrogance.

Successful people often overestimate their contribution to a project, take credit for successes that belong to others, have an elevated opinion of their skills and standing, ignore costly failures and deadends they have created, and exaggerate their project's impact on profits or the company's reputation.

In short, successful people often have delusions about their success. And these delusions affect the way they behave to others in negative ways. Which, in turn, keeps them from achieving greater success.

The Twenty Habits That Hold You Back From The Top

If you're one of these successful people, you need to make a commitment to change some of

the annoying habits you've acquired on your way up the success ladder. And to do this, you need to believe that these changes will be to your own best interest.

Most of the time, these flaws are challenges in interpersonal behavior, often leadership behavior. In fact, the higher you go, the more your problems become behavioral. It doesn't make you a bad person; these are personal failings that you have either failed to recognize or are simply not aware of. But knowing about them puts you on the path of overcoming them.

Habit #1. Winning Too Much

Successful people always want to win. They argue too much because they always want their point of view to prevail. They put down other people because they want to position others beneath them. They ignore people, withhold information, play favorites all to give themselves an edge over others.

Habit #2. Adding Too Much Value

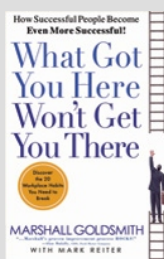
Successful people are used to telling people what to do, instead of listening to others. When other people talk, share ideas, or give opinions, they tend to communicate that a) they already knew that, and b) they know a better way or a way to improve the idea.

This is what adding too much value means. And while the intentions may be good, it is extremely discouraging for others, and their ideas. Instead of surfacing ideas and brainstorming on solutions, all that comes out are your ideas.

Habit #3. Passing Judgment

Successful, and even not-so-successful people can't help passing judgment on others, or judging everything people tell us. Often

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successful people can't help saying "Great idea", "Bad idea", to everything they hear. And while there's nothing wrong with offering an opinion in the normal give and take of business talk, it's not appropriate to pass judgment when we specifically ask people for their opinions.

If we ask people for ideas, or for advice, we can't turn around and then pass judgment on whether what they said was good or bad. We just need to say thank you.

Habit #4. Making Destructive Comments

Destructive comments are the cutting sarcastic remarks that we spew out daily, with or without intention, that serve no purpose than to put people down, hurt them, or assert ourselves as superior to others. They are different from comments that add too much value, because they add nothing but pain.

They include comments like telling people their ideas weren't too bright, complimenting people with a smirk, or suddenly reminding people of a mistake or failure they had a long time ago to embarrass them.

Destructive habits are an easy habit to fall into, especially among people who habitually rely on candor as an effective management tool. But candor can easily become a weapon.

Before making a comment, you need to ask yourself: will this comment help the one I'm giving it to or talking about?

Habit #5. Starting with "No," "But," Or "However"

When you start a sentence with "no," "but," "however," or any variation of these, no matter how friendly your tone or how many cute mollifying phrases you throw in to acknowledge

the other person's feelings, the message to the other person is: You are wrong and I am right.

To stop this habit, stop trying to defend your position and start monitoring how many times you begin remarks with "no," "but," or "however."

Habit #6. Telling The World How Smart We Are

Successful people need to win people's admiration. We need to let other people know that we are at least their intellectual equal if not superior. We need to be the smartest person in the room.

We do it whenever we agree with some offering us some advice, whenever we nod our heads impatiently or drum our fingers while people are talking, whenever our body language suggests that we are not hearing something we haven't heard before.

The first step to stopping this behavior is to recognize that you're doing it. And then stop trying to announce to people how smart you are. Remember: being smart turns people on. Announcing how smart you are turns people off.

Habit #7. Speaking When Angry

When you get angry, you are usually out of control. It's hard to lead people when you are out of control. But the worst thing about anger is how it stifles our ability to change. Once you get a reputation for emotional volatility, you are branded for life.

All of us have people or things in our life that drive us crazy, whom we hate with a passion. But you need to remember that getting angry does not improve the situation and life's too short to waste on feeling bad. And, if you keep your mouth shut, no one can ever know how you really feel.



Habit #8. Negativity, or “Let Me Explain Why That Won’t Work”

Negative people are those who are constitutionally incapable of saying something positive or complimentary to any of your suggestions. It’s a default response. You say something, and they immediately say, “Let me explain why that won’t work.”

Successful people employ negativity to establish their expertise or authority to someone else. To check if this is your flaw, observe how often people come to you with their ideas, suggestions or ask you for advice.

Habit #9. Withholding Information

Intentionally withholding information is the opposite of adding value; you are deleting value. And again, it’s to gain power over others. If you don’t understand why it annoys people, remember the last time you weren’t told about a meeting, a memo or email you didn’t get, or a moment when you were the last person to get the news.

Often, withholding information is something we do unintentionally or accidentally; we’re too busy, we forgot, we ask someone else to tell and they forgot.

To stop this habit, you just need to start sharing information. Make it a priority. If you’re too busy before, schedule a time for meetings to share information with your colleagues, subordinates, etc.

Habit #10. Failing To Give Proper Recognition

In withholding recognition or credit to others, you sow injustice and treat people unfairly, and you deprive people of the emotional payoff that comes with success. You deprive people of closure as well.

To improve in this area, make a list of important people or groups of people in your life. Write down the names of every important person in each group. Twice a week, review the list and ask yourself: did someone in this group do something

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Marshall Goldsmith is a world authority in helping successful leaders get even better - by achieving positive change in behavior: for themselves, their people and their teams.

Dr. Goldsmith is University Professor at Alliant International University's Marshall Goldsmith School of Management, which was named in his honor in 2006.

Recently the American Management Association named Dr. Goldsmith as one of 50 great thinkers and leaders who have influenced the field of management over the past 80 years and Business Week listed him as one of the most influential practitioners in the history of leadership development. In 2005 he was recognized as a Fellow of the National Academy of Human Resources – the highest award for an HR professional and recognized in Business Week as one of 50 great leaders in the United States. His work has been featured in a Harvard Business Review interview, Forbes article, Business Strategy Review cover story (from the London Business School) and New Yorker profile.

Marshall is co-founder of Marshall Goldsmith Partners, a network of top-level executive coaches. He served as a member of the Board of the Peter Drucker Foundation for ten years and now serves as a member of the Leader to Leader Board. He has also donated substantial time to non-profit organizations, such as the Girl Scouts, and the International and American Red Cross – where he was a National Volunteer of the Year.

To know more about the author, go to: http://www.whatgotyouhere.com/html/Marshall_Goldsmith.htm



I should recognize? If the answer is yes, give recognition, by phone, email, a note or in person.

Habit #11. Claiming Credit That We Don't Deserve

Claiming credit adds insult to the injury that comes with overlooked recognition. It's two crimes in one. It's stealing from someone else. It's also a sibling of our need to win.

The best way to stop being a credit hog is to do the opposite. Share the credit. If you were punctual for a meeting, recognize that it had to do with your assistant reminding you of the meeting. If you came up with a good idea, recognize that it may have been inspired by another comment from someone else.

Habit #12. Making Excuses

You can divide excuses into two categories: blunt and subtle. Blunt excuses go the way of "the dog ate my homework", "My assistant didn't remind me of the deadline or the lunch date," "It rained." It's blaming someone or something else. Subtle excuses are those when we blame some permanent genetic flaw we have: "I'm impatient," "I always put things off to the last minute," "I've always had a quick temper."

We simply need to stop excusing ourselves to get better at anything.

Habit #13. Clinging To The Past

Many people blame their past for their problems the way our parents raised and treated us, where we grew, how hard it was for us. But the past is not something you can change. And you need to stop blaming others for the choices you made.

Habit #14. Playing Favorites

Many successful people do this to get allies in the job, or gain loyalty from some people. Sometimes, though, we do it unknowingly we encourage subordinates to suck up to us, mute criticisms and exaggerate their praise, and when they do, they become our favorites.

If you play favorites with suckups, you jeopardize the best interests of the company. You may be favoring the wrong people, the work is not getting down right and well, and you may be demoralizing good people in your company who aren't afraid to criticize you.

Make sure that your recognition of people is based on how well they perform, not on how much they seem to like us.

Habit #15. Refusing To Express Regret

Many successful people have trouble apologizing, expressing regret, and saying sorry. This is because they often think it means they've lost a contest, or to say sorry is to admit you were wrong, or they find it humiliating to ask for forgiveness.

The truth is: the simple act of saying sorry can make you feel infinitely better, and it makes the other person/s feel much better too. It forces everyone to let go of the past. In effect, you're saying, "I can't change the past. All I can say is I'm sorry for what I did wrong. I'm sorry it hurt you. There's no excuse for it and I will try to do better in the future."

Habit #16. Not Listening

People will tolerate all sorts of rudeness, but the inability to listen or pay attention to them holds a special place in their hearts probably because it should be something you can do easily. When you fail to listen to someone, you are sending the message that: you don't care about the person, you don't understand what the person is saying, or



you're telling someone they're wrong, stupid, a waste of your time, or all of the above.

Stop demonstrating impatience while someone else is talking. Stop saying or thinking, Next!. It's not only rude and annoying, it might inspire your employees to find their next boss.

Habit #17. Failing To Express Gratitude

Successful people also often have a hard time saying 'thank you.' But often, it's the best response: whether you're getting a compliment, or a criticism, a suggestion, an idea, advice, a gift, a note, a report, etc.

Of all the bad habits here, this should be the easiest one to overcome. Pay attention to things you need to be grateful for, find out who's responsible, and say thank you.

Habit #18. Punishing The Messenger

This doesn't only mean unjust retaliatory action we take against a whistleblower or the angry tirade we heap upon an employee who tells us something we don't enjoy hearing. It's also the small responses we make throughout the day whenever we are inconvenienced or disappointed. It's the expletive you say in a meeting when a subordinate announces a deal fell apart.

Again, the cure for this bad habit is: whenever you receive bad news, just say, thank you.

Habit #19. Passing The Buck

Passing the buck combines 'needing to win' and 'making excuses.' This is a trait that you will mostly likely be judged on by people as equally as your leadership, courage, talent and skill. Passing the buck is obviously unattractive. And

you're always aware of doing it; it's not unconscious behavior.

If you're guilty of this, you need to understand that you're not fooling anyone when you do this, except perhaps yourself, and that no matter how much you think you're saving your hide, you're actually killing it.

Habit #20. An Excessive Need To Be "Me"

This is what keeps many successful people from changing or overcoming bad habits. They think that the full range of behavior they have is what defines them, and that changing anything or being better at some behavior, means being a phony or untrue to who they are.

You tell yourself and others that you're an incurable procrastinator, or just bad at returning phone calls, or a phony if you praise others. But often, this is just pointless vanity.

Think of it this way: Less Me. More them. Equals Success. It's not about you. It's about what others think of you.

How We Can Change For The Better

Practice these seven principles if you want to change for the better and achieve even greater success.

- Get feedback from others on what your annoying habits are
- Apologize for your bad habits
- Tell the world you want to change and overcome your bad habits and ask them to help you
- Listen to others and listen with respect
- Thank people for their help
- Follow up. Get back to your colleagues after a while and get feedback on how you're changing for the better



- Practice “Feedforward” or get suggestions on how else you can do better. Don't judge suggestions. Just say thank you and see how these can help you.

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